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PROPOSED TALKING POINTS
FOR
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
FOR THE
DCI PROGRAM FOR DEANS
DECEMBER 5, 1988

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INTRODUCTION

- I HOPE YOU HAVE ENJOYED THE BRIEFINGS TODAY ABOUT OUR MISSION AND ACTIVITIES.

- WE ASKED YOU HERE TO GIVE YOU AN IDEA OF WHAT WE DO AND ALSO TO LET YOU KNOW OF THE VALUE WE PLACE ON STRONG RELATIONS WITH THE ACADEMIC COMMUNITY.

- COOPERATION WITH THE ACADEMIC COMMUNITY

- HELPED CREATE THE AGENCY'S ANALYTICAL FOUNDATION AFTER WORLD WAR II;
- HELPS US NOW TO PLAN AND CONDUCT OUR RESEARCH;
- AND WILL ASSIST US IN MANAGING FUTURE INTELLIGENCE CHALLENGES.

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FROM THE BEGINNING, WE HAVE HAD CLOSE TIES.


- A LARGE NUMBER OF SCHOLARS HELPED SHAPE THE ANALYSIS OF OUR PREDECESSOR ORGANIZATION, THE OFFICE OF STRATEGIC SERVICES, DURING WORLD WAR II.
- WILLIAM LANGER, WHO DIRECTED RESEARCH AND ANALYSIS FOR O.S.S. DURING THE WAR, GAVE UP A PROFESSORSHIP AT HARVARD TO HELP REORGANIZE CIA'S ANALYTICAL AND ESTIMATING PROCEDURES IN 1950.¹

TODAY WE CONTINUE TO RELY ON ACADEMICS FOR EXPERTISE, IDEAS, AND NEW PERSPECTIVES ON THE ISSUES WE FACE.

- WE HOST CONFERENCES ON ISSUES OF CONCERN TO US, AND WE ENCOURAGE OUR OFFICERS TO PARTICIPATE IN PROGRAMS SPONSORED BY ACADEMIA AND BUSINESS.²
- WE ASK INDIVIDUAL SCHOLARS TO REVIEW THE DRAFTS OF OUR RESEARCH PAPERS AND TO SERVE ON ADVISORY BOARDS.


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- WE HAVE A SCHOLAR-IN-RESIDENCE PROGRAM THAT ALLOWS INDIVIDUALS FROM THE ACADEMIC WORLD TO SPEND A YEAR OR TWO WORKING WITH US, WITH FULL SECURITY CLEARANCES, ON TOPICS OF INTEREST TO THEM AND TO US.
- AND WE CONTRACT WITH INDIVIDUALS AND UNIVERSITIES ACROSS THE COUNTRY WHO HELP US WITH EVERYTHING FROM DESIGNING TRAINING COURSES TO BUILDING DATA BASES. WE CURRENTLY HAVE  CONTRACTS WITH U.S. UNIVERSITIES.³

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MOST OF ALL, WE RELY ON THE ACADEMIC COMMUNITY TO PROVIDE US WITH DEDICATED, TALENTED, WELL-EDUCATED MEN AND WOMEN WHO WISH TO DEVOTE A CAREER TO INTELLIGENCE.

- CURRENTLY,  EMPLOYEES ARE FROM THE ¹⁴/₁₅ SCHOOLS REPRESENTED HERE TODAY.⁴ I AM GLAD THAT SOME OF THEM COULD JOIN US FOR LUNCH TO GIVE YOU THEIR VIEWS ABOUT OUR WORK.

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- THE AGENCY IS FORTUNATE TO RECEIVE ABOUT 1,000 APPLICATIONS A MONTH FROM QUALIFIED MEN AND WOMEN -- AND MANY OF THESE APPLICATIONS COME THROUGH CAMPUS RECRUITMENT.

OUR RELATIONSHIP WITH THE ACADEMIC COMMUNITY SHOULD BENEFIT BOTH PARTNERS, AND I THINK THE CIA DOES A GREAT DEAL TO SUPPORT EDUCATION.

- THE AGENCY'S OFFICE OF PUBLIC AFFAIRS SENDS COPIES OF UNCLASSIFIED CIA REPORTS AND REFERENCE AIDS TO PROFESSORS ACROSS THE COUNTRY. WE CURRENTLY HAVE PROFESSORS ON OUR MAILING LIST.

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- ① WE HAVE A CO-OP PROGRAM THAT ALLOWS UNDERGRADUATE STUDENTS TO SPEND SEMESTERS WORKING AT THE AGENCY, AND
- 4 WE HAVE A SUMMER PROGRAM FOR GRADUATE STUDENTS.⁵

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- THE AGENCY HAS AN OFFICER-IN-RESIDENCE PROGRAM FOR
SENIOR INTELLIGENCE OFFICERS TO SERVE AT UNIVERSITIES
AS FACULTY MEMBERS OR RESEARCHERS. WE CURRENTLY HAVE
☐ OFFICERS IN THIS PROGRAM.⁶

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- WE ENCOURAGE EMPLOYEES TO CONTINUE THEIR EDUCATION BY
 - FUNDING GRADUATE-LEVEL TRAINING
 - AND OFFERING A RANGE OF INTERNAL TRAINING
OPPORTUNITIES.

WE FACE MANY INTELLIGENCE CHALLENGES THAT HAVE AND WILL
CONTINUE TO BENEFIT FROM THE EXPERTISE AND INSIGHT ACADEMICS
CAN PROVIDE.

- GORBACHEV'S DOMESTIC REFORMS AND HIS FOREIGN POLICY
INITIATIVES HAVE MANY IMPLICATIONS FOR UNITED STATES
INTERESTS. OUR ANALYSIS IS STRENGTHENED BY THE
RESEARCH BEING DONE BY THE MANY DISTINGUISHED SOVIET
EXPERTS ON AMERICAN CAMPUSES.

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- WE FACE TECHNICAL CHALLENGES THAT CALL FOR SPECIAL SKILLS AND EXPERTISE -- DEALING WITH COMPUTER SECURITY CONCERNS, MONITORING ARMS CONTROL AGREEMENTS, AND UNDERSTANDING FOREIGN TECHNOLOGICAL ADVANCES, TO NAME A FEW.

CLOSING

- I HAVE SPOKEN AT FIVE MAJOR UNIVERSITIES SINCE BEING APPOINTED DIRECTOR OF CENTRAL INTELLIGENCE.⁷ AT EACH CAMPUS I WAS IMPRESSED NOT ONLY WITH THE INTELLECT AND TALENTS OF THE STUDENTS AND FACULTY, BUT WITH THEIR DESIRE FOR MORE INFORMATION ABOUT THE CENTRAL INTELLIGENCE AGENCY.
- I HOPE THAT ALL OF YOU WILL SHARE THE INSIGHTS YOU HAVE GAINED TODAY WITH THOSE AT YOUR SCHOOL.
- WE WILL CONTINUE TO COUNT ON STRONG RELATIONS WITH THE ACADEMIC COMMUNITY TO HELP US FULFILL OUR MISSION.

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FOOTNOTES

¹ Information on the help of scholars in setting up the research and analysis functions of the OSS and the CIA was drawn from two books: Donovan and the CIA by Thomas F. Troy and The Agency: The Rise and Decline of the CIA by John Ranelagh. The relevant passages are attached.

² Individual offices in the DI and the DS&T host a variety of conferences involving experts from academia and business. The Executive Officers for several of these offices gave us the following examples. The DS&T's Office of Research and Development hosts the Artificial Intelligence Symposium every year for about 500 participants. The DI's Office of Scientific and Weapons Research hosts the annual meeting of the American Institute of Aerospace and Astronautics. The Office of European Analysis in the DI holds a variety of conferences. Conferences held within the past year included one examining Soviet relations with Western Europe, another on Hungary, and one entitled "NATO at 40 Years of Age." In December 1987 the DI's Office of Soviet Analysis sponsored a conference on Soviet statistics. Papers presented at the conference were gathered into an unclassified conference report that has been broadly distributed in government and academia.

³ Information on the number and amount of Agency contracts with U.S. universities was obtained from the Procurement Management Staff of the DDA's Office of Logistics. Documentation is attached.

⁴ Information on the number of Agency employees from the schools represented by the invited deans was obtained from the Analytical Reporting Section of the DDA's Office of Personnel. Documentation is attached.

⁵ Information on CIA programs for students is attached.

⁶ Information on the number of Agency employees in the Officer-in-Residence program was obtained from the External Training Branch of the DDA's Office of Training and Education. A list of the officers and the schools where they are serving is attached.

⁷ Judge Webster has spoken at the following five major universities since he was appointed Director of Central Intelligence: Dartmouth College, 20 October 1987; Georgetown University, 10 May 1988; J.L. Kellogg Graduate School of Management, Northwestern University, 18 June 1988; Trinity University, 4 October 1988; and Yale Political Union, Yale University, 16 November 1988.

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